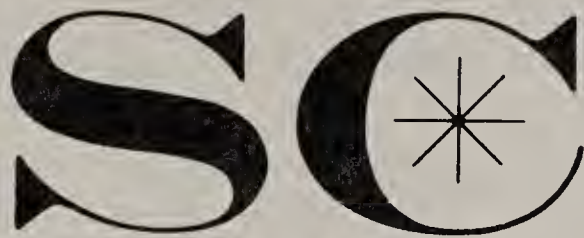


**THE UNIVERSITY OF SANTA CLARA BULLETIN**  
**GRADUATE SCHOOL OF BUSINESS & ADMINISTRATION**





# UNIVERSITY OF SANTA CLARA



## GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION 1976-77

PUBLISHED BY THE UNIVERSITY OF SANTA CLARA  
SANTA CLARA, CALIFORNIA 95053



### NOTICE OF NONDISCRIMINATORY POLICY ★ ★ ★ AS TO STUDENTS ★ ★ ★

The University of Santa Clara admits students of any race, religion, sex, color, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the university. It does not discriminate on the basis of race, color, religion, sex, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other university-administered programs.







# CONTENTS

Academic Calendar.....	4
Historical Perspective.....	7
Campus Location.....	8
University Aims and Objectives .....	10
School of Business and Administration.....	11
National Affiliation .....	11
Rights Reserved .....	11
Campus Map.....	12
Master of Business Administration Degree Program .....	14
Entrance Requirements.....	14
Admission Procedures .....	15
Academic Requirements and Regulations .....	14-18
M.B.A. Program in Agribusiness.....	19
M.S. in Applied Economics.....	20
Doctor of Philosophy Degree Program .....	22
Admission Requirements.....	22
Degree Requirements .....	22
Program of Study .....	23
JD-MBA Combined Degree Program.....	24-25
The Center for Leadership Development .....	26
Tuition and Fees.....	27
Financial Aids.....	27
Loans.....	27
Fellowships .....	27
Veterans' Assistance .....	28
Student Life.....	29
Counseling Services .....	29
Student Housing .....	29
Student Organizations.....	30
Description of Courses.....	31-44
University Officers .....	45
Board of Trustees.....	45
University Administrators.....	45
Graduate School of Business and Administration .....	46
Advisory Board—Graduate School of Business and Administration .....	47
Advisory Board—Institute of Agribusiness .....	49
Faculty .....	51-56
Faculty Affairs Board.....	57
Faculty Grievance Committee .....	57
Index.....	59

# UNIVERSITY OF SANTA CLARA

## GRADUATE SCHOOL OF BUSINESS

### CALENDAR 1976-1977

#### Fall Quarter 1976-77

September 6	Monday.....	Labor Day, Administrative Holiday
September 14	Tuesday.....	M.B.A. Registration
September 16	Thursday.....	Instruction Begins
September 21	Tuesday.....	Last day for late registration and the adding of courses
October 4	Monday.....	Last day to petition for graduate degrees to be conferred December 1976 and March 1977
October 6	Wednesday.....	Last day to withdraw from courses with partial refund
October 29	Friday.....	Last day to file petitions for January Ph.D. screening examinations
November 15	Monday.....	Last day to withdraw from courses
November 25-26	Thursday-Friday.....	Thanksgiving Recess, academic and administrative holidays
November 29	Monday.....	Classes resume
November 29- December 1	Monday-Wednesday.....	Fall Quarter examinations
December 2- January 2	Thursday-Sunday.....	Christmas Recess
December 3	Friday.....	Fall quarter grades due 5:00 P.M.
December 23-24	Thursday-Friday.....	Christmas, administrative holidays

#### Winter Quarter 1976-77

December 28	Tuesday.....	M.B.A. Registration
December 30- January 2	Thursday-Sunday.....	New Years administrative holidays
January 3	Monday.....	Instruction begins
January 5	Wednesday.....	Last day for late registration and adding of courses
January 13	Thursday.....	Last day for fulfilling language requirements for the Ph.D. degree
January 15	Saturday.....	Martin Luther King's birthday, holiday
January 17	Monday.....	Last day to petition for graduate degrees to be conferred in June 1977
January 19	Wednesday.....	Last day to withdraw from courses with partial refund
January 20-21	Thursday-Friday.....	Winter Ph.D. screening examinations
February 21	Monday.....	Washington's Birthday, academic and administrative holiday
February 28	Monday.....	Last day to withdraw from courses
March 14-16	Monday-Wednesday.....	Winter Quarter examinations
March 18	Friday.....	Winter Quarter grades due 9:00 A.M.

## Spring Quarter 1976-77

March 22	Tuesday .....	M.B.A. Registration
March 24	Thursday.....	Instruction begins
March 29	Tuesday .....	Last day for late registration and the adding of courses
April 7	Thursday.....	Last day for filing with the graduate committee final draft on theses for graduate degrees to be conferred June 1977
April 8	Friday.....	Good Friday, academic and administrative holiday
April 13	Wednesday .....	Last day to withdraw with partial refund
April 14	Thursday.....	Last day to file petition for Ph.D. screening examinations
May 9	Monday.....	Last day to withdraw from courses
May 30	Monday.....	Memorial Day, administrative holiday
May 31- June 2	Tuesday-Thursday .....	Spring Quarter examinations
June 6	Monday.....	Spring Quarter grades due 9:00 A.M.
June 11	Saturday .....	126th Commencement



## Summer Session 1976-77

June 10	Friday.....	M.B.A. Registration
June 13	Monday.....	Instruction begins
June 15	Wednesday .....	Last day for late registration and the adding of classes
June 16-17	Thursday-Friday.....	Ph.D. Screening Examinations
June 17	Friday.....	Last day to petition for graduate degrees to be conferred in August, 1977
June 30	Friday.....	Last day to withdraw from courses with partial refund
July 4	Monday.....	Independence Day, academic and administrative holiday
July 22	Friday.....	Last day to withdraw from classes
August 4-5	Thursday-Friday.....	Summer Session examinations
August 8	Monday.....	Summer Session grades due 9:00 A.M.



1976

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1977

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## HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Franciscan Padre, Tomas de la Pena, to mark the founding of the eighth of California's original twenty-one missions, Santa Clara de Assis.

Three quarters of a century elapsed before the University of Santa Clara or Santa Clara College as it was first known, opened its doors as an institution of higher learning. In the intervening years, however, the Mission served as a spiritual center and school for the Indians.

In 1851, the new Dominican bishop of San Francisco, Joseph Sadoc Alemany, asked the Jesuit Father John Nobili, formerly of the Oregon Missions, to begin a college at the Mission of Santa Clara. During the first academic year, 1851-52, Father Nobili and a faculty of three other Jesuit priests and four competent lay professors gave instruction to twenty-six students in arts, sciences, music and drama.

April 28, 1855, Santa Clara College received its charter from the State of California.\* Slow but steady growth followed and distinguished graduates became prominent members of California life. However, it was not until the Schools of Law and Engineering were founded in 1912 and the courses in the Humanities and the Sciences were expanded that the College became the University of Santa Clara.

Meeting the demands of urban growth in the Santa Clara Valley, the courses in commerce and finance were likewise amplified in 1926 and the University's School of Business Administration began. The Graduate School of Business and Administration was started in 1958 in recognition of the continuing important growth of the region as a business and financial center.

From the 1930's through World War II, the University's enrollment was relatively stable. With the return of many war veterans came an enlarged student body, new resources and an expanded curriculum that led Santa Clara into a new era of rapid growth and development.

From the post-war period to the present, the face of the campus has been changing and expanding. Thanks to the generous support of many friends, nineteen buildings have been added, including most recently—Bannan Hall, the Heafey Law Library addition, the Louis B. Mayer Theatre, the Leavey Student Activities Center, and Cowell Student Health Center.

In 1961 the University announced a major change in policy and accepted women students for the first time in its 110 year history and quickly became fully coeducational.

Although the student body has grown rapidly in the past decade, it has been held at a relatively small size—3300 undergraduates and 3400 graduate and law students—so that there is a strong sense of community and easy access to the faculty.

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\*THE UNIVERSITY'S LEGAL NAME is: *The President and Board of Trustees of Santa Clara College* to which should be added, a *Corporation, located at Santa Clara, California*. For the information of individual, corporation and foundation donors who wish the tax-benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501(c) (3) (ii) tax-exempt organization and also as not a private foundation under Section 509(a) of the IRS code.

In the same decade the number of courses taught has more than doubled and there has been a proliferation of opportunities for individual study and research, including off-campus work/study programs.

As an independent, tuition and gift-supported university, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student and for values in education.

## **LOCATION**

The University of Santa Clara is 46 miles from San Francisco near the southern tip of the Bay in an area that is rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry and of professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland and Marin County are within one hour's travel by bus, train or car. In the opposite direction, about thirty minutes away, are the beaches of Santa Cruz on the Pacific Ocean, and less than two-hours drive from the campus is world-famous Monterey Peninsula and Carmel.

The University is accessible by major airlines via San Jose Municipal Airport just three miles away and via San Francisco and Oakland International Airports.

## **Climate**

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years the average maximum temperature was 71.4° and the average minimum 41.6°. The sun shines an average of 293 days a year and the average annual rainfall is about 15 inches.





## NONDISCRIMINATION POLICY

The University of Santa Clara admits students of any race, color, national and ethnic origin to all the rights, privileges, programs, and activities generally accorded or made available to students at this University. It does not discriminate on the basis of race, color, national and ethnic origin in administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs.

## STUDENT RECORDS

The following disclosures regarding a student's University records are given in compliance with the Family Educational Rights and Privacy Act of 1974 and are available for inspection as listed below:

- a. Official academic records, including application forms, admissions transcripts, letters of acceptance and a student's Permanent Academic Record are on file and maintained in the Registrar's Office.
- b. Working academic files are also maintained by each Dean of a School or College in their respective offices.
- c. Records related to a student's non-academic activities are maintained in the Dean of Students Office.
- d. Records relating to a student's financial status with the University are maintained in the Controller's Office.

The following types of records are *excluded* from inspection by provisions of the law; namely those created or maintained by a physician, psychiatrist or psychologist in connection with the provision of treating a student. A Parents' Confidential Statement of the College Scholarship Service is also excluded under this same provision.



## A STATEMENT OF PURPOSE

Inspired by the love of God through human service and the desire to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, the University of Santa Clara declares its purpose to be the education of the human person in the context of its Catholic and Jesuit tradition.

The University is thus dedicated to:

the continuing development of a community of highly qualified scholars, teachers, students and administrators committed to an uncompromising standard of academic excellence;

providing an education that, in its emphasis on undergraduate education and in its pursuit of selected high quality graduate and professional programs consonant with such an education, stresses the development of moral as well as intellectual values, an education of the whole person, an education constantly seeking to answer not only "what is" but "what should be";

the continuing development of an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious commitment, yet a community that is enriched by men and women of diverse religious and philosophical, as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing of any kind, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;

offering an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to develop fully as persons, but also to demonstrate the unity of all forms of knowledge and to enable students to assume roles of leadership in the modern world;

encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that not only stimulate the acquisition of knowledge, but the creative use of knowledge;

the continuing development of an academic community in which students, teachers and administrators dedicated to academic freedom and united in the search for truth, are actively involved in formulating and implementing the University's policies.

Board of Trustees  
University of Santa Clara  
January 22, 1975



# **THE GRADUATE SCHOOL OF BUSINESS AND ADMINISTRATION**

The Board of Trustees established the School of Business and Administration as an integral part of the University of Santa Clara in 1926. The four-year curriculum was approved in 1927. The Graduate School of Business and Administration was established in 1958.

There are four major divisions:

- 1) School of Business and Administration (Undergraduate—four years) B.S.C. Degree
- 2) Graduate School of Business and Administration (M.S. Econ., M.B.A., Ph.D., JD-MBA Degrees)
- 3) The Center for Leadership Development
- 4) The Institute of Agribusiness

There are six departments within the School—Accounting, Economics, Finance, Management, Marketing and Quantitative.

The Graduate School of Business and Administration correlates the general educational aims of the University with preparation in meeting the general and specific problems of industry, commerce and institutions of various types. The specific aims are to supply professional training for those who are aiming at responsible positions in corporations, in their own businesses, in professional organizations serving business, or in government agencies; and to provide graduate work at both the master and doctoral levels.

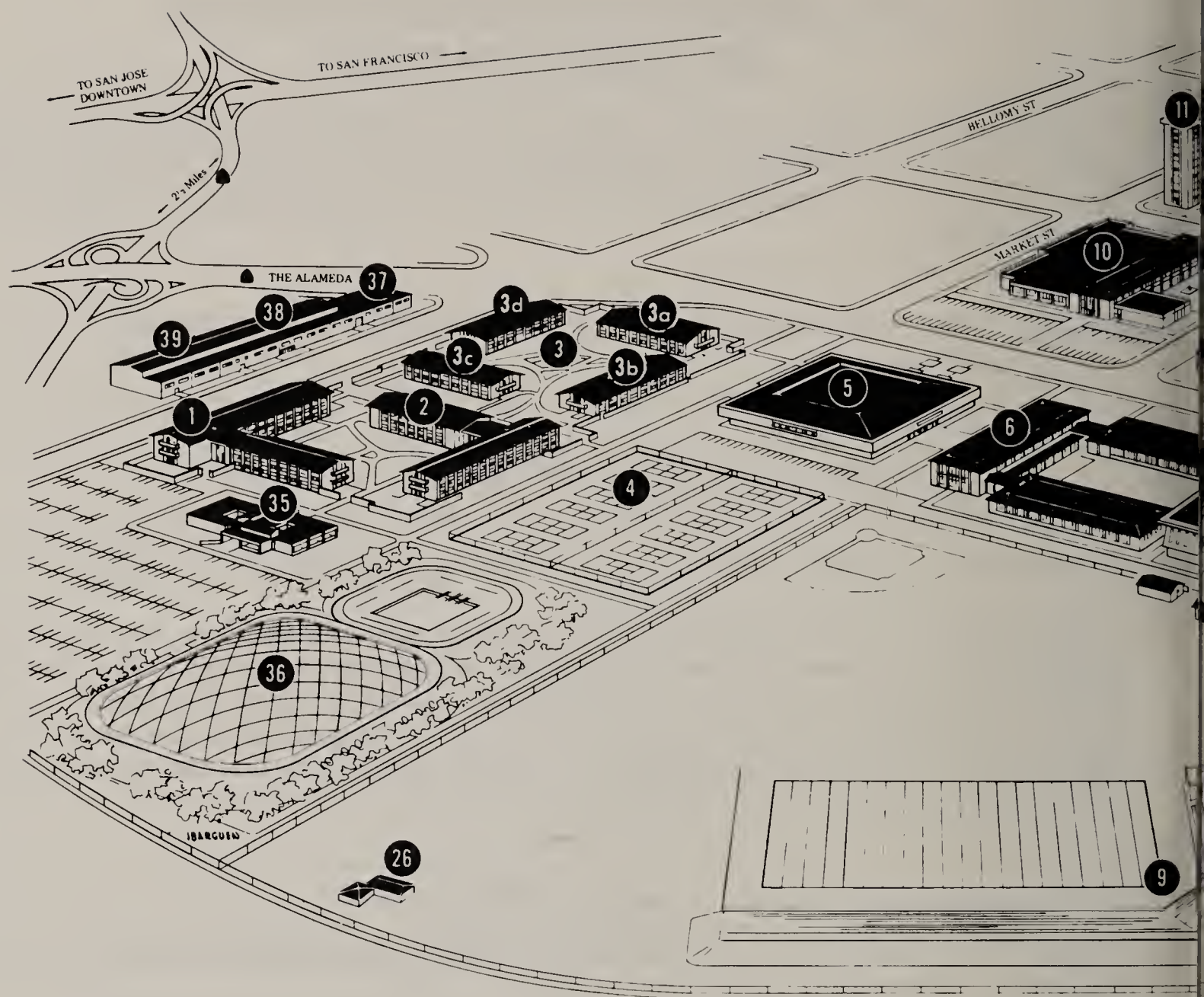
## **National Affiliation**

Both the Graduate and the Undergraduate Schools are accredited by the American Assembly of Collegiate Schools of Business.

## **Rights Reserved**

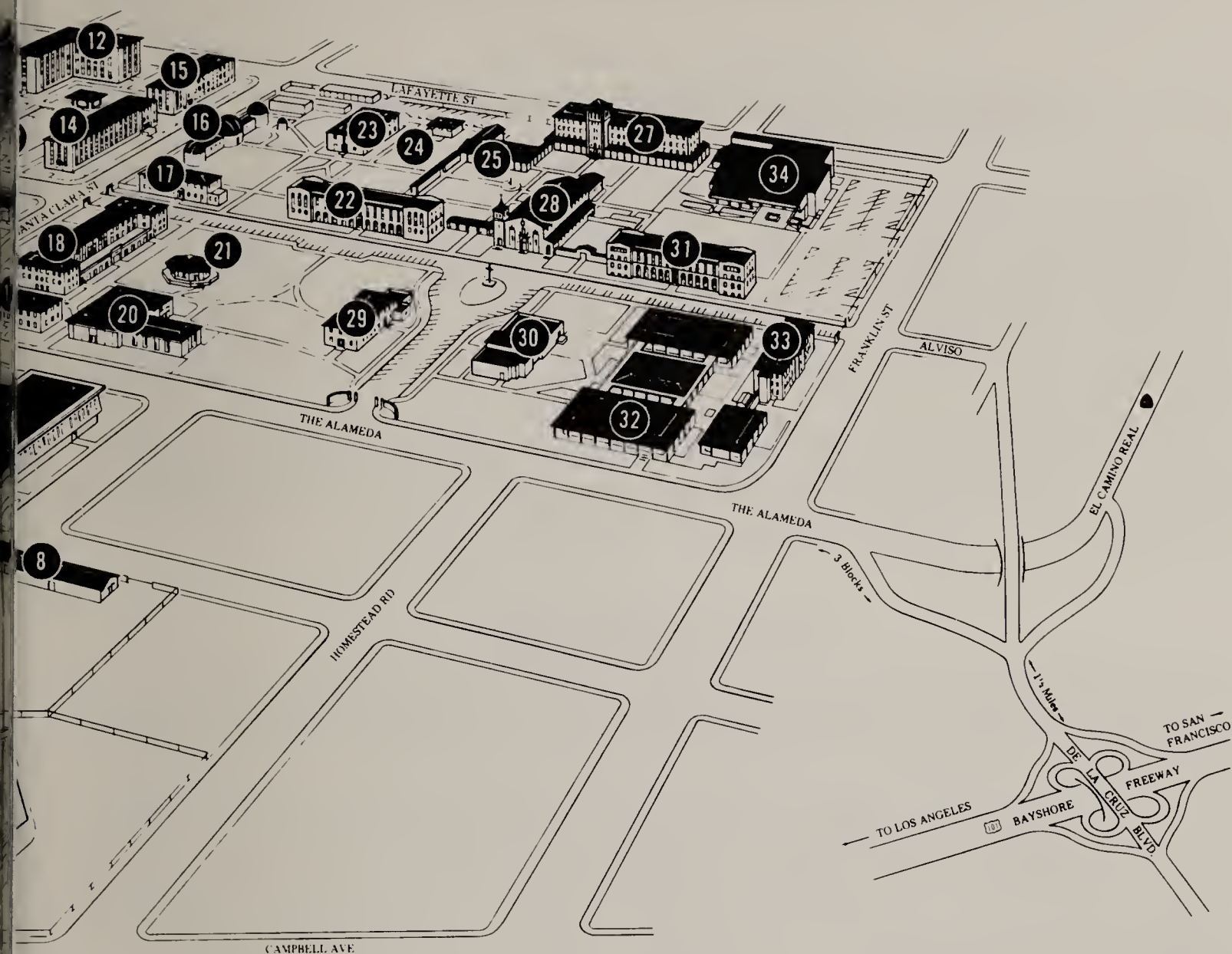
The curriculum and regulations affecting students may be revised at any time at the discretion of the University administration





- |                                |                                   |
|--------------------------------|-----------------------------------|
| ① Sanfilippo Residence Hall    | ⑩ Benson Memorial Center          |
| ② Campisi Residence Hall       | ⑪ Benjamin Swig Residence Hall    |
| ③ Graham Residence Center      | ⑫ Dunne Residence Hall            |
| Ⓐ Strub Hall    Ⓒ Hancock Hall | ⑬ John Kennedy Mall               |
| Ⓑ Swig Hall    Ⓓ O'Neill Hall  | ⑭ McLaughlin Residence Hall       |
| ④ Campus Tennis Courts         | ⑮ Walsh Residence Hall            |
| ⑤ Michel Orradre Library       | ⑯ Ricard Memorial Observatory     |
| ⑥ Sullivan Engineering Center  | ⑰ Donohoe Alumni House            |
| ⑦ Bannan Classroom Building    | ⑱ Kenna Hall - School of Business |
| ⑧ Field House                  | ⑲ Bergin Hall - School of Law     |
| ⑨ Buck Shaw Stadium            |                                   |





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|--|---|
| <b>20</b> Heafey Law Library             | <b>30</b> De Saisset Art Gallery & Museum |
| <b>21</b> Admissions Center              | <b>31</b> O'Connor Hall                   |
| <b>22</b> St. Joseph's Hall              | <b>32</b> Daly Science Center             |
| <b>23</b> Varsi Hall                     | <b>33</b> Alumni Science Hall             |
| <b>24</b> Restrooms                      | <b>34</b> Mayer Theatre                   |
| <b>25</b> Adobe Lodge - Faculty Club     | <b>35</b> Cowell Student Health Center    |
| <b>26</b> Univ. Day Care Center          | <b>36</b> Leavey Activities Center        |
| <b>27</b> Nobili Hall — Jesuit Residence | <b>37</b> Fine Arts Building              |
| <b>28</b> Mission Santa Clara            | <b>38</b> Ballet Building                 |
| <b>29</b> Walsh Administration Building  | <b>39</b> Music Building                  |

# **Academic Programs**

## **MASTER OF BUSINESS ADMINISTRATION DEGREE PROGRAM**

To assist students to develop the attributes of business leadership, the graduate program leading to the degree of Master of Business Administration stresses the significance of the orientation of business to a dynamic society and the problems of control of the increasingly complex aspects of the economy. The curriculum is focused on the problems of business but is intended to be broad and general, rather than vocational.

Graduate courses are offered during four quarters each year, starting in September, January, March and June. Classes are scheduled during the late afternoon and evening periods to allow graduate students employed during the day to complete the requirements for the degree of Master of Business Administration.

### **Entrance Requirements**

Requirements for admission for the Master of Business Administration degree give recognition to the differences among candidates in educational background and experience.

The M.B.A. program can be built upon undergraduate work in Engineering, Business, Arts and Sciences and other areas. A candidate for admission must have a Bachelor's degree from an institution of accepted standing.

Each candidate for the M.B.A. Degree must successfully complete eighteen courses beyond basic courses, meet grade requirements, and fulfill the course requirements of the program.

If a student has not completed undergraduate courses in Mathematics and Legal Environment of Business, the student must satisfy these requirements by taking 71.292, 71.293 and 73.265.

The following points are taken into consideration in deciding upon admission in the Graduate School of Business:

1. an above-average academic record;
2. the discipline which the applicant followed in the undergraduate program;
3. letters of recommendation;
4. potential for leadership as indicated by experience, attitude and aspiration;
5. Graduate Management Admission Test score;
6. the overall quota in regard to the number which may be admitted in any quarter;
7. good standing at any other university which the applicant has attended (example—if another Graduate School requires a "B" average, the applicant will not be considered unless the grades are at this level.);
8. TOEFL examination results (required of all foreign students).



There is no single point that the Admissions Committee uses in making its final decision. The Committee uses all of the items listed above in its evaluation.

### **Procedures for Application**

1. Submit application form in duplicate. While application forms, GMAT score and transcripts must be on file with the Graduate School of Business at least ten weeks prior to the date of registration, the M.B.A. Committee may change this date whenever the quota for a given quarter is filled. Before an application can be evaluated, all transcripts of college credit and the GMAT score must be on file at the University. One should write directly to the registrar of each school of collegiate grade attended and listed on the application, and have two transcripts sent directly to the University of Santa Clara.

2. Enclose a \$20.00 application fee. Checks are to be made payable to the University of Santa Clara.

3. Two recommendations are required. Forms to be used for this purpose will accompany the application forms.

Applications and transcripts should be addressed to:

Dean, M.B.A. Program  
Graduate School of Business  
University of Santa Clara  
Santa Clara, California 95053

4. All candidates for admission must take the Graduate Management Admission Test (formerly ATGSB) given by the Educational Testing Service. It is similar to the tests required of applicants for admission to professional study in law and medicine. Test scores supplement other admission criteria in evaluating the aptitude of applicants for graduate study in business. GMAT applications are available at the Graduate School of Business Office and University of Santa Clara Counseling Center.

All credentials and transcripts which are submitted become the property of the University.

All qualified men and women receive consideration for admission without regard to race, creed, color, or national origin.

### **Degree Requirements**

The Master of Business Administration will be granted after completion of a minimum of 18 courses beyond the basic courses. All credits must be earned in graduate courses open only to graduate students. Undergraduate courses may not be substituted in the satisfaction of this requirement. Residence requirements of the University may be met by completing 16 graduate courses in the Santa Clara Graduate School of Business and Administration within six calendar years.

### **Attendance Requirement**

Students are required to attend a minimum of 80% of all classes.

### **Continuation in Program**

Permission to register in the Graduate School of Business does not, in itself, imply that the student is accepted or will be accepted as a candidate for an advanced de-

gree. Once a student has completed 6 graduate courses beyond the basic courses he must petition to continue in the program for the M.B.A. Degree. If the petition is not approved, the student will be asked to withdraw and will not be allowed to continue in the M.B.A. Program.

### **Academic Status**

To qualify for the M.B.A. Degree, a student must have an overall average of 2.25, in all the work taken in the Graduate School of Business at the University of Santa Clara. A "C" grade is considered a minimum passing grade in each course. If, in the opinion of the Committee on Academic Standing of the Graduate School, a student's work is so poor as to justify the action, he may be asked to withdraw.

### **Credit from Other Schools**

The maximum number of courses earned at other institutions which will be accepted towards the M.B.A. Degree will be two. This work in order to be acceptable must have been taken during the five years prior to the student's registration in the M.B.A. Program at Santa Clara, and have been in graduate classes open only to graduate students.

### **Concurrent Enrollment**

With the exception of the J.D.-M.B.A. combined program, a student in the Graduate School of Business will not be allowed concurrent enrollment either in other Schools of the University of Santa Clara or in other colleges and universities. This includes the Summer Session.

### **Incompletes**

A student's work may be reported incomplete if some essential portion of the work in the course remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within a period of four weeks after the beginning of the next scheduled quarter, not including the Summer Session.

### **Leave of Absence**

A Leave of Absence will be granted only for a specified time and normally not beyond one year. When a student plans to return from a Leave of Absence, it is necessary to give notice on written petition ten weeks before the date of registration.

### **Withdrawal**

Students may withdraw from courses prior to two weeks before the date on which the final examinations begin.

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time.



When a student withdraws from the University or from a class, a Withdrawal form must be submitted to the Administrative Office of the Graduate School of Business. This cannot be done by mail or by telephone, but must be done in person.

### **Readmittance to the Graduate School of Business**

1. The regulations of the Graduate School of Business are such that any student who does not register during a regular quarter of the academic year (summer session excluded) will be placed on the inactive list unless he is given a leave of absence. When a student is placed on the inactive list, it is necessary that a Graduate Application Form and application fee be submitted and the student will be considered for readmission on the same basis as a new applying student. The applicant will also be required to fulfill any additional requirements which the faculty may adopt during the interim period between registrations.

2. A student who is on a leave of absence or has been placed on the inactive list must also state whether or not any other school(s) has been attended since withdrawing from the University of Santa Clara. If the student has attended another school, all transcripts must be sent to the Dean, Graduate School of Business, University of Santa Clara, Santa Clara, Ca. 95053. All work must be at a satisfactory level in order for the student to be readmitted.

### **Program Changes**

As long as a student continues in residence each quarter until completion of the degree, the student may follow all regulations of the bulletin at the time of the first registration. The student may, upon written petition to the M.B.A. Committee, receive permission to follow the new requirements in a subsequent bulletin. However, there can be no combination of the requirements from both bulletins.

### **Substitution of Free Electives**

Students who have had a major in their prior degree programs in one of the following fields—Accounting, Economics, Finance, Management, Marketing or Quantitative Methods—may with the approval of the M.B.A. Committee on written petition, substitute free electives for the two required courses in that particular area of specialization. However, this approval will be limited to one field. All students must complete the work in at least five of the fields listed above in their programs.

### **Substitution of Courses**

Students who have successfully completed prior course work in the following fields—Accounting, Economics, Finance, Management, Marketing or Quantitative Methods—may with the approval of the M.B.A. Committee on written petition, substitute advanced work in the same fields for the required courses in those particular areas of specialization.

### **Basic Courses**

(May not be included as part of the 18 course requirement.)

This group of courses will provide a background in Mathematics and Legal and Social Environment of Business. Students coming from a liberal arts undergraduate ma-

for may find it necessary to take all of these courses. These basic courses are offered as part of the graduate program and will satisfy undergraduate deficiencies. These courses are not to be included as part of the 18 course requirement but the grades will be included in determining the student's overall average.

73.265 Legal and Social Environment of Business  
71.292 Mathematical Analysis I  
71.293 Mathematical Analysis II

### **Required Courses (12)**

13.231 Economic Analysis of the Firm I  
13.232 Analysis of Business Conditions I  
70.216 Financial Accounting I  
70.217 Financial Accounting II  
71.200 Quantitative Methods I  
71.201 Quantitative Methods II  
72.280 Marketing Management I  
72.282 Marketing Management II  
73.260 Management I—Organization and Management  
73.268 Management II—Organizational Behavior  
74.245 Financial Management I  
74.246 Financial Management II

### **Computer Requirement**

All students must develop a minimum level of competence in the use of the computer facilities. This requirement may be satisfied in one of three ways:

1. Passing a special test upon the completion of the no-credit laboratory;
2. Completing 71.295 with a satisfactory grade;
3. Securing approval of the M.B.A. Committee by petition to waive computer requirement because of prior comparable experience and/or courses.

### **Elective Courses (5)**

Five elective courses may be selected from the schedule of electives which are offered. The number of electives given each year will vary depending upon the availability of faculty and the interest of the students.

Students may not register for electives for which they have not fulfilled the necessary prerequisites.

### **Required Capstone Course (1)**

73.266 Business Policies

### **Alternative Requirement for Business Policies**

On petition, a limited number of students may be permitted to substitute a thesis for the Business Policies requirement.



## Accounting Program

All students in the Graduate School are required to take Accounting 70.216, 70.217 or the equivalent.

For those with a major in undergraduate accounting who wish to prepare themselves for a professional career in accounting, the following sequence of courses is recommended: 70.219; 70.220; 70.222; 70.224; 70.225; 70.226; and a course in Information Systems.

Those who do not have a major in undergraduate Accounting but wish to prepare themselves for a professional career may do so by undertaking the following sequence of courses: 70.216; 70.217; 70.218; 70.219; 70.220; 70.221; 70.222; 70.223; 70.224; 70.225; 70.226, and a course in Information Systems. This program cannot be completed within the 18 course scope of the M.B.A.





## THE MBA PROGRAM IN AGRIBUSINESS

The Graduate School of Business and Administration also offers an MBA program in Agribusiness. The program is designed for those who are planning a career in the management of enterprises associated with agriculture.

Students who enter the program with sufficient academic background and experience may complete requirements for the MBA degree in twelve months; however, the program has the flexibility for plans of study of up to eighteen months for those who have special needs.

Students enter the program only in September and complete degree requirements in August or December of the following year, or in March of the next year. All students are required to participate in a twelve-week summer session which usually consists of six weeks of field experience and six weeks of classroom work. For those who already have considerable work experience, a special project related to the student's interests may be substituted for the field experience.

The curriculum consists of two parts: ten quarter courses in the six basic areas of administration plus five required and three elective courses in agribusiness. Emphasis early in the program tends to be on the basic courses which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that each person can begin to relate the basic material to his own professional interest. In the latter stages of the program most of the time is devoted to agribusiness courses.

All applications and correspondence on admission should be directed to:

Director  
Institute of Agribusiness  
Graduate School of Business  
University of Santa Clara  
Santa Clara, California 95053  
Telephone: (408) 984-4086





# **THE MASTER OF SCIENCE DEGREE IN APPLIED ECONOMICS**

## **Objectives**

The Master of Science Degree in Applied Economics is designed to prepare students for careers as economists in industry, finance and government. The emphasis of the program is on applied economics.

## **Admission Requirements**

The basic requirement for admission into the Master's degree program is a Bachelor's degree from an approved undergraduate institution. To be admitted into the program the student must have an above-average academic record. An undergraduate major in economics is not essential for acceptance.

Applications, GMAT score, and transcripts should be addressed to:

Director, Master of Science in Applied Economics  
Graduate School of Business  
University of Santa Clara  
Santa Clara, California 95053

## **Degree Requirements**

To satisfy the requirements for the degree of Master of Science in Applied Economics, the student must complete 45 quarter credit hours of course work (15 term courses) beyond two basic courses in calculus, one course in statistics, one course in intermediate macroeconomics and one course in intermediate microeconomics. The requirements are divided as follows.

1. Two courses in advanced macro- and microeconomics  
13.233 Analysis of Business Conditions II  
13.237 Economic Analysis of the Firm II
2. Three courses in statistics and econometrics  
13.238 Econometrics I, or  
71.204 Statistical Research Methods  
13.239 Econometrics II  
13.240 Econometrics III
3. A minimum of four economic electives
4. Three courses in one field other than economics, offered by the Graduate School of Business
5. One computer course
6. Two free electives

## **Other Information**

Regulations in regard to incompletes, withdrawal, readmission into the program, fees, transfer credit, program changes, time limitation, satisfactory progress, continuation in program and other regulations are the same as those which apply in the Graduate School of Business.

# **THE DOCTOR OF PHILOSOPHY DEGREE PROGRAM IN BUSINESS**

The degree of Doctor of Philosophy in Business Administration is conferred upon students as an indication of high intellectual achievement. It is intended to prepare students for careers both in business and academic work. Emphasis is not only placed on breadth of understanding and analytical competence but on the development of strong teaching capabilities in Business Administration.

Because of the general nature of the program, students will be able to apply their background knowledge to a wide range of application and will be able to keep up with the growing body of knowledge surrounding business activity.

The requirements for the degree are expressed in general terms; it is intended that the program retain a high degree of flexibility. Students will be asked to meet the general requirements of the Graduate School of Business, and beyond that, it is expected that the curricular requirements will be adapted to the needs and objectives of the student.

## **Admission to the Program**

Candidates for admission to the program must have earned a baccalaureate degree from an accredited collegiate institution and must establish this record with an official transcript from the institution granting the degree. In addition, the candidate must take the Graduate Management Admission Test given by the Educational Testing Service. At the time of application for admission the student will receive any other reference material needed. Admission to the graduate program does not assure the candidate continuous registration. The candidate must maintain a satisfactory grade average and must pass the various examinations.

Admission to the doctoral program is generally limited to the fall quarter. All application forms and transcripts must be on file with the Graduate School of Business prior to March 1.

Applications, transcripts and GMAT scores should be addressed to:

Chairman, Doctoral Program  
Graduate School of Business  
University of Santa Clara  
Santa Clara, California 95053

All credentials and transcripts which are submitted become the property of the University.

## **Degree Requirements**

The degree of Doctor of Philosophy will be awarded on the basis of the successful completion of 90 quarter-hours of graduate course work, the passing of a preliminary examination, the passing of a written examination in the candidate's field of emphasis, the passing of a comprehensive oral examination, and the writing of an acceptable dissertation.

At least 45 quarter units of graduate course work must be completed at the University of Santa Clara. Credit for graduate work taken at other accredited institutions may be allowed, on petition to the Doctoral Committee of the School of Business, to a maximum of 45 quarter units.



It must be emphasized that the attainment of the degree of Doctor of Philosophy is not simply the accumulation of a given number of course credits, but is the building of a background of knowledge and understanding broad and secure enough to allow the candidate to pass the succession of examinations set for him. Many candidates may find it advantageous to take more than minimum course requirements.

### **Program of Study**

*The Language Requirement.* The candidate will be required to demonstrate a reading knowledge of a foreign language sufficient to enable him to use the language as a tool for research and to read literature in his fields of academic interest. The candidate must pass the Language Examination before he will be allowed to take the Comprehensive Oral Examination.

*Preliminary Examination.* The Preliminary Examination is a written test designed to reveal the candidate's ability to relate, integrate, and apply to business problems, the knowledge and techniques which he has derived from the University of Santa Clara Master of Business Administration program, as outlined in the catalogue of the Graduate School of Business. No student will be allowed to proceed in the doctoral program until this examination has been passed.

Upon completion of the Preliminary Examination the student will be asked to select a major field of emphasis. He will then meet with the Department Chairman in his chosen field of concentration to develop a written proposal for his Ph.D. program of study, which must then be submitted to the Doctoral Committee for approval. Programs in fields of emphasis are limited to the regularly scheduled graduate classes offered in the Graduate School of Business.

*Field Examination.* The Field Examination is a written test formulated to examine the candidate's depth of knowledge in his field of emphasis. This examination, which is designed and administered by the respective departments of the Graduate School of Business, must be passed by the candidate before he will be allowed to take the Comprehensive Oral Examination.

*Comprehensive Oral Examination.* On satisfactory completion of the language requirement and the Field Examination, the candidate may petition to take the Comprehensive Oral Examination. The Comprehensive Oral Examination Committee consists of a minimum of five members of the Graduate School of Business faculty, with a maximum of two members representing the candidate's field of emphasis. This committee is appointed by the Doctoral Committee.

*The Dissertation Requirement.* The dissertation for the degree of Doctor of Philosophy is expected to constitute a contribution to knowledge. It must be an original work, requiring both research and analysis.

The candidate will be required to invite three members of the faculty of the Graduate School of Business to serve on his Dissertation Committee, at least one of whom must be from a department outside the candidate's field of emphasis. The Doctoral Dissertation Committee will be considered formally constituted after the three faculty members have reviewed the candidate's written thesis proposal, have met with him simultaneously for discussion of the thesis proposal, and have indicated their acceptance of the candidate's invitation to serve on his Dissertation Committee.

Included among the criteria upon which the thesis proposal will be evaluated are the following:

- a) The principal and subsidiary issues to be analyzed.
- b) The design of the research including the sources and types of data to be used.
- c) The methods of analysis.
- d) Relation of the projected work to available studies and literature bearing on the topic.
- e) The significance and purpose of the research.
- f) Scope and depth of the intended work.
- g) The feasibility of the study for the candidate.
- h) Overall judgment as to whether or not the thesis proposal will allow the candidate to demonstrate the ability to perform original research in a scholarly way and to make a contribution to the knowledge and understanding of the field.

The thesis must be written in clear, grammatical, and forceful English, typewritten or reproduced by a method which allows the document to be microfilmed clearly, and accompanied by an abstract of not more than 600 words. One copy must be submitted to each member of the candidate's Dissertation Committee for their evaluation and comments. After consultation with the members of his Committee, and their unanimous approval, the candidate may proceed to final copy. Upon completion of the final copy, and written approval of the dissertation by the three members of the Dissertation Committee, all copies of the thesis must be presented to the Doctoral Committee and to the Dean of the Graduate School of Business for acceptance. The dissertation must be completed within a five-year period from the date of passing the Comprehensive Oral Examination.

The candidate must provide the Doctoral Committee with three bound copies of the accepted dissertation for distribution within the University.

*Microfilming.* The original copy of the candidate's dissertation, accompanied by the original copy of the abstract, must be submitted to the Chairman of the Doctoral Program for microfilming and publishing in *Dissertation Abstracts International*.

Upon satisfactory fulfillment of the above obligations the candidate will have completed all requirements for the degree of Doctor of Philosophy in Business Administration.

## **JD-MBA COMBINED DEGREE PROGRAM**

1. The program is available only to full-time students of the Law School or the Business School.
2. While enrolled in the program, the student must maintain a satisfactory grade average in each School and:
  - a) Satisfy the academic requirements of each School
  - b) Complete the number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees. (The student must further complete all courses identified as "required" courses by either School.)



- c) Work out a specific academic program with the Joint JD-MBA Committee and complete those "elective" courses or other academic offerings specified in the individualized academic program by the Joint JD-MBA Committee.

In connection with the approval of any such individualized academic program the JD-MBA Committee may permit certain specified course offerings at the School of Law and the Graduate School of Business to be counted for credit towards both degrees. For examples, such courses might include, among others, *Securities Regulation*, *Price Discrimination* and *Labor Law* in the School of Law; *Accounting 216*, *Economic Analysis of the Firm* and *Financial Management* in the School of Business. However, in no event shall any such individualized academic program contain i) more than 4 quarter courses at the Graduate School of Business for which credit is also obtained at the School of Law, or ii) more than 8 semester units at the School of Law for which credit is also obtained at the Graduate School of Business. (1 quarter course at the School of Business would count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law would count as 1 quarter course at the School of Business; 3 semester units as 1½ quarter courses and 4 semester units as 2 quarter courses.)

At the present time, the School of Law requires a minimum of 86 semester units for the JD degree. The Graduate School of Business requires completion of a minimum of 18 quarter courses (beyond the basic courses) for the MBA. Under a typical schedule the student would complete the joint program in 4 academic years. *The first year would be spent in the School of Law (consisting entirely of "required" courses, presently totalling 30 semester units of credit).*

The second year would be spent exclusively or primarily in the School of Business taking approximately 4 courses per quarter (but in any event at least 3 courses each quarter). In addition, some work might be done in the School of Law if efficient scheduling of classes so dictated. The third and fourth years would be spent primarily in the School of Law (minimum of 12 units of credit per semester) combined with additional courses in the School of Business.





## THE CENTER FOR LEADERSHIP DEVELOPMENT

The Center for Leadership Development at the University of Santa Clara Graduate School of Business and Administration was organized in 1957 to provide programs of continuing education for executives, managers and supervisors. Many different seminars, institutes, workshops and conferences are conducted for people coming from all levels of management and from public and private, profit and nonprofit institutions. Some of these programs are initiated by the University, but many are instigated by a single company, by a group of companies, or by a professional association.

Although the Center was established as an adjunct of the Graduate School of Business, the educational and professional talents of all parts of the University are integrated in these programs.

The more important programs which are offered each year include the following:

Management Development Program—(Offered Fall, Spring and Summer—a twelve-day program) for middle- and upper-management people.

Foremanship and Supervision Program—20 weeks, Fall to Spring.

Seminar in Hospital Management—four eight-week seminars throughout the year.

Seminar in Municipal Management—four eight-week seminars throughout the year.

Western Institute for Organization Management conducted in cooperation with the Chamber of Commerce of the United States—a one-week each year, for six years, intensive program for Chamber of Commerce and Association executives.

Associated Credit Bureau Program—a one week each year, four year series.





# Financial Information

## TUITION AND FEES

<b>Application Charge</b> .....	<b>\$ 20.00</b>
This charge is to be sent with each application form and is not refundable.	
<b>Registration Fee</b> .....	<b>5.00</b>
This fee is payable each quarter of registration regardless of the number of units for which the student is registered. The fee is not refundable.	
<b>Tuition, per three quarter units</b> .....	<b>180.00</b>
<b>Dissertation microfilming, Ph.D.</b> .....	<b>25.00</b>
<b>Diploma and Graduation Fee</b> .....	<b>25.00</b>
<b>Deferment Service Fee</b> .....	<b>10.00</b>
Payable in each quarter in which degree is granted.	

### Dissertation Fees

Once the candidate for the Doctor of Philosophy Degree in Business has passed his comprehensive oral examination, the candidate will be required to register for nine units each succeeding quarter until 45 quarter units of tuition is paid. In the event the candidate has not completed the dissertation in the five quarters of registration, additional tuition charges will not be assessed.

All candidates must continue to register each quarter (summer not included) and pay the registration fee each period until they complete their dissertations. Students who fail to do this will be placed on the inactive list.

### Refund of Tuition

Any student withdrawing prior to the third meeting of any regularly scheduled class will receive a refund of two-thirds of the tuition. Any student withdrawing prior to the sixth meeting will receive a refund of one-half of the tuition. No refunds of tuition will be made after that time. The registration fee is not subject to refund.

No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

## FINANCIAL AIDS

Financial assistance at the University of Santa Clara is awarded on the basis of demonstrated leadership and character, superior academic record, and financial need. Assistance generally is categorized as scholarships, loans, deferred payment plans and jobs.

### Aid Qualifications

The Graduate School of Business offers a limited number of scholarships to outstanding graduate students. In selecting students to receive financial aid, evidence of

financial need is required. Please request a financial aid application from the Graduate School of Business Office.

Because scholarships and grants are limited, many students applying for aid find the most advantageous method of financing their education through a loan program. Among those available to students are the National Direct Student Loan Program and Federally Insured Student Loans. It is also possible for graduate students who are residents of California to apply to the California State Scholarship and Loan Commission for graduate fellowships. Application forms and further information may be obtained from the Office of Financial Aids.

### **Veterans and Veterans' Dependents Assistance**

The University of Santa Clara is listed by the Veterans Administration as qualified to receive students under Chapter 34 (veterans), Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100% disabled; widow of any person who died in the service or died of a service connected disability, or the wife of a veteran with a 100% service-connected disability) and Chapter 31 (rehabilitation). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The State of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the University of Santa Clara veterans' counselor located in the Registrar's Office, Della Walsh Hall.





# **Student Life**

## **COUNSELING SERVICES**

The members of the M.B.A. Program Committee, the professors of the student's major department and the Dean usually take care of the academic counseling of the students.

The University Counseling Center is complementary to, and supportive of, the total university counseling, guidance and advisement effort. A professional staff of psychologists and guidance specialists is available to aid the students in dealing with academic, occupational planning, and personal-social problems which may confront them as maturing men and women. Counseling and testing procedures are used that are appropriate to the student's needs.

## **STUDENT HOUSING**

The University maintains twelve dormitories for undergraduate students living on campus.

Dormitory space is open to graduate students only on a space-available basis after undergraduate requirements have been met. Inquiries should be sent to: Director of Housing, University of Santa Clara.





## STUDENT ORGANIZATIONS

**BETA GAMMA SIGMA**, Delta Chapter, is a professional business honor fraternity to encourage and reward scholarship and accomplishment among students of commerce and business. It promotes the advancement of education in the art and science of business and fosters integrity in the conduct of business operations. Members are selected on the basis of high scholarship and good moral character.

**FINANCE CLUB.** The University of Santa Clara Finance Club is a chapter affiliate of the American Finance Association, a national professional society of some 4,000 members representing university teachers and professional people from business, government and finance. The primary objective of the organization is to promote individual interest and knowledge in the various areas of finance through the interchange of ideas and research by people in finance. Membership in the student chapter provides the opportunity to participate in meetings, forums and seminars involving leaders of the business and financial communities.

**THE MARKETING CLUB** is the student chapter of the American Marketing Association. It welcomes all students who have an interest in marketing. The Club sponsors a lecture series and other activities of current interest. Members also are eligible to participate in the student activities of the American Marketing Association.

**THE GRADUATE BUSINESS AND BUSINESS ADMINISTRATION ASSOCIATIONS** are organizations of students in the Schools of Business for the study of business problems and for the encouragement of social activities among the students of the Schools. Frequent lectures are given before the Associations by businessmen of prominence.





# Graduate Courses

(Open to Graduate Students Only)

## Department of Accounting

Charles Louie, Ph.D. *Chairman*

**70.216. FINANCIAL ACCOUNTING I**

Valuation of Assets.

**70.217. FINANCIAL ACCOUNTING II**

Liabilities and proprietorship. Prerequisite: 70.216.

**70.218. MANAGERIAL ACCOUNTING**

Analysis and interpretation of costs for decision making. Prerequisite: 70.217.

**70.219. ACCOUNTING PROBLEMS I**

An intensive review of complex accounting problems. Prerequisite: 70.216; 70.217; 70.218 or an undergraduate major in accounting.

**70.220. ACCOUNTING PROBLEMS II**

A continuation of 70.219. Prerequisites: 70.216; 70.217; and 70.218.

**70.221. ACCOUNTING PROBLEMS III**

A continuation of 70.220. Prerequisites: 70.216; 70.217; 70.218 and 70.220.

**70.223. TAXATION I**

Federal and state practice in taxation. Prerequisite: 70.216; 70.217; 70.218.

**70.224. TAXATION II**

Continuation of 70.223. Prerequisite: 70.223 or an undergraduate course in Taxation.

**70.225. CONTEMPORARY THEORY IN FINANCIAL ACCOUNTING**

A review of theory as applicable to accounting practice. Prerequisite: 70.216; 70.217; and 70.218.

**70.226. SELECTED TOPICS IN FINANCIAL ACCOUNTING THEORY**

Prerequisite: 70.216; 70.217; and 70.218.

**70.227. PLANNING, BUDGETING AND CONTROL I**

The concepts and applications of planning for the revenues of a firm. Emphasis is placed on various tools for forecasting industry sales and the resulting firm's share. In addition, the general budget model of a firm is developed which quantifies the effect which forecasted sales has on various segments of a business. Prerequisite: 70.218.

**70.228. PLANNING, BUDGETING AND CONTROL II**

A detailed examination of the accounting information system and its relationship to the firm's general budget model. Emphasis is placed on the information system and the use of the general budget model for budgeting and controlling the firm's operations. Prerequisite: 70.218.

**70.229. CONTROLLERSHIP**

Organization of the controllership function and control through accounts. Prerequisite: 70.228.

**70.231. AUDITING I**

Standards and practices in auditing procedures. Prerequisites: 70.216; 70.217; 70.218.

**70.232. AUDITING II**

A continuation of 70.231. Prerequisite: 70.231 or an undergraduate course in Auditing.

**70.319. SEMINAR IN ACCOUNTING**

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**Department of Economics**

Mario L. Belotti, Ph.D., *Chairman*

**13.231. ECONOMIC ANALYSIS OF THE FIRM I**

The focus of 13.231 is on acquainting the student with elementary economic concepts and their relationship to business decision-making. Topics include basic supply and demand analysis, the theory of consumer behavior, the theory of cost and production; the effects of alternative market structures and alternative business policies on the pricing and output decisions of the individual firm, and selected areas in monopoly regulation. Prerequisite: 71.293.

**13.232. ANALYSIS OF BUSINESS CONDITIONS I**

The focus of this course is on the macro, or aggregative aspects of the economy. The course aims at developing a thorough understanding of the operations of an economic system. Particular emphasis is placed upon economic forces which influence the level of income, employment, output, prices, interest rates, and economic growth. The course is especially de-



signed to prepare future decision-makers to understand how an economy functions and to help them interpret, analyze and cope with aggregate economic phenomena. Prerequisite: graduate standing.

**13.233. ANALYSIS OF BUSINESS CONDITIONS II**

The objective of this course is an in depth study and analysis of selected macroeconomic topics. Emphasis will be placed upon the effects of expectations in a process of aggregate dynamic adjustment together with a presentation of the elements of growth theory and macrodynamics. Prerequisite: 13.232 or equivalent.

**13.234. ECONOMIC POLICY**

This course examines and evaluates those actions taken by the government with the purpose of affecting economic life. The course places particular emphasis upon macroeconomic policies (monetary, fiscal, growth, international, etc.) which affect the current economic and business environment. The course is divided into three parts. The first part examines the complex of ideas (economic philosophies) governing, predisposing or coloring judgments on economic policy. The second part examines the goals, the tools and the end-means relationships of economic policy. The third part examines and evaluates selected economic policies and their impact on the economic and business environment. Prerequisites: 13.231 and 13.232 or equivalent.

**13.235. URBAN ECONOMICS**

This is a course concerned with problems of the urban economy. Emphasis is on the planning function of managers of urban areas, especially with respect to location, land use, housing and transportation. Prerequisite: 13.231 or equivalent.

**13.236. ECONOMICS OF THE PUBLIC SECTOR**

In this course the role of the public sector in private sector decisions is examined. The case for collective action is developed by considering the problems posed by goods with poorly defined property rights. Of special interest is the origin of externalities and their effects on both private and public enterprises. Prerequisite: 13.231 or equivalent.

**13.237. ECONOMIC ANALYSIS OF THE FIRM II**

In this course, a wide range of firm decision problems are explored under a number of assumptions concerning firm goals, market "conditions" and firm technology. The focus throughout is on using economic theory as a framework for business problem solving. Topics include an analysis of the role of demand, production and cost functions in business decisions and their use in reaching the "best" decisions. Course work and assignments emphasize systematic use of available information in solving business decision problems. Prerequisite: 13.231 or equivalent.

**13.238. ECONOMETRICS I**

Econometrics I is a course in mathematical statistics designed to provide the theoretical background for regression analysis and analysis of variance. Prerequisite: Differential and Integral Calculus. (This requirement may also be fulfilled by completing 71.204.)

**13.239. ECONOMETRICS II**

An introduction to the use of statistical methods as a tool for business planning and policy. Emphasis will be on estimating the general linear model and acquainting the student with the nature of the problems which arise when statistical models are applied to business and economic data. Prerequisite: 71.204 or equivalent.

**13.240. ECONOMETRICS III**

This course is a continuation of Econometrics II and is primarily concerned with developing estimation techniques capable of coping with problems peculiar to business and economic data. Topics include generalized least squares, instrumental variables and two stage least squares. Each student is expected to successfully complete several estimation projects during the course. Prerequisite: 13.239.

**13.241. FLOW OF FUND ANALYSIS**

This course focuses upon the financial system as a whole. Specifically, the course deals with the basic determinants of the supply of and demand for loanable funds; the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors upon interest rates, the impact of changes in interest rates, money supply, and loanable funds upon the level of economic activity. The conceptual framework employed throughout the course is the flow of funds. Prerequisites: 13.231 and 13.232 or equivalent.

**13.242. INTERNATIONAL TRADE AND DEVELOPMENT**

This course will focus on the international economic environment and the relationship between public policy and international business activity. The emphasis will be upon the application of principles and techniques of economic analysis to the following topics: Foreign trade and the national economy; the means of international payments; foreign exchange markets; investment overseas; balance of payments effects; competition and specialization; national attempts at control; international agreements and institutions; the process of economic development; and changing patterns of investment and trade. These topics will be treated in class lectures, discussions and short papers on policy issues of current interest. Prerequisites: 13.231 and 13.232 or equivalent.

**13.243. INDUSTRIAL ORGANIZATION**

An advanced analysis of competition and business policy including the theory of price and non-price competition in different market structures.



Emphasis is placed upon the structure, conduct and performance of various industries. In this setting, antitrust policy and public utility regulation are studied in terms of their underlying economic rationale and their outcome in practice. Prerequisite: 13.231 or equivalent.

**13.244. MANPOWER PROBLEMS**

This course will examine the following topics: a) the manpower implications of technological change in an advanced economy; b) the determinants of technological change; c) the relative impacts of supply oriented manpower programs versus aggregate demand measures in dealing with unemployment; d) education and its economic implications, especially vis-a-vis manpower question; e) problems of racial and sexual discrimination; f) poverty in its employment related aspects. The course will build upon the student's training in macro- and microeconomic theory and quantitative methods to gain an appreciation of and some expertise in the area of human resource questions. Prerequisites: 13.231 and 13.232 or equivalent.

**13.245. THE ECONOMICS OF PLANNING**

This course will survey the various theories and principles of economic planning adopted under different economic systems, but with special emphasis on the developing countries of the world. Analytical formulation of growth and development goals including optimal growth models and the problems and practices in implementing development policies will be stressed. Major topics within this framework will include: (1) an examination of quantitative techniques of planning such as input-output and mathematical programming; (2) techniques of investment decision and project selection with special emphasis on cost benefit analysis; (3) balance of payments strategies and policies; and (4) optimal fiscal and monetary policies in the development context. The course will be technique oriented and the case method will be used throughout. Prerequisites: 13.231 and 13.232 or equivalent.

**13.246. BUSINESS AND ECONOMIC FORECASTING**

Statistical techniques used in the prediction of economic time series will be explored. Topics include trend estimation, estimation of autoregressive and moving average models; construction and use of econometric models and indices of economic activity. The perspective will be that of individual decision making units doing prediction for planning purposes. Prerequisites: 13.231, 13.232, and 13.239 or equivalent.

**13.247. ENVIRONMENTAL ECONOMICS**

A course in application of microeconomic analysis to problems of environmental use. Special attention is given to: (1) problems incurred in modeling optimal environmental use; (2) explaining the advantages and disadvantages of various policy alternatives aimed at achieving optimal use of environmental resources; and (3) the methodology and design of environmental impact statements. The student will be required to critique an existing environmental impact report and to prepare such a report for a pro-

posed development in the metropolitan area. Prerequisite: 13.231 or equivalent.

**13.298. SEMINAR IN APPLIED ECONOMIC RESEARCH**

This course will involve students in empirical research under close faculty supervision in order to develop an appreciation of the nature and limitations of economic measurements. An area of current economic interest will serve as the focal point of the seminar. Each student will be expected to undertake a limited empirical problem within the seminar area and to demonstrate an acceptable level of research proficiency. Prerequisites: 13.236, 13.237 and 13.239.

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## **Department of Finance**

Francis J. Corrigan, Ph.D., *Chairman*

**74.245. FINANCIAL MANAGEMENT I**

Emphasis is placed on financial analysis, decisions and policies related to the management of current assets and short term sources of funds. Prerequisite: 70.216.

**74.246. FINANCIAL MANAGEMENT II**

Emphasis is placed on financial analysis and theory pertinent to financial structure, cost of capital, capital budgeting, investment policy and valuation. Prerequisite: 74.245.

**74.247. DYNAMICS OF THE FINANCIAL SYSTEM**

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets. The implications for the formulation of business financial policy will be highlighted. Prerequisite: 74.246.

**74.248. SEMINAR IN FINANCE**

Prerequisite: 74.246.

**74.249. INVESTMENT PORTFOLIO MANAGEMENT**

Nature of financial institutions and the development of their investment programs and policies both in practice and theory. Prerequisite: 74.246.

**74.250. SEMINAR IN FINANCIAL RESEARCH**

Prerequisite: 74.246.

**74.251. INTERNATIONAL MONETARY AND FINANCIAL RELATIONS**

This course examines in depth the functioning of the international monetary system and international financial arrangements. Topics covered include: transfer of international payments; foreign exchange markets; balance of



payments; international liquidity; international portfolio and direct investment; international financial markets and institutions; international banking.

**74.252. RISK MANAGEMENT AND INSURANCE**

A survey course to acquaint the student with the general principles of insurance and their application to financial management.

**74.253. LIFE INSURANCE**

Topics include: the role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance.

**74.254. INTERNATIONAL FINANCIAL MANAGEMENT**

This course deals with the financial problems of firms operating internationally. Topics covered: internal and external sources of funds, the foreign investment decision, financial structures, protection against foreign exchange losses, international working capital management, import and export financing.

**74.255. REAL ESTATE FINANCE**

A study of the risks, practices and problems involved in the financing and investing in real property. Through case studies, analysis will be made of the economic background of cities, urban growth and structure and land use policies.

**74.256. MANAGEMENT OF FINANCIAL INSTITUTIONS**

This course is concerned with the general management problems and policies of financial institutions. Part of the course is devoted to the analysis of management problems of commercial banks, part to the financial policy problems of non-bank financial institutions such as insurance companies, savings and loan associations, finance companies, and mutual funds.

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## **Department of Management**

Joseph M. Trickett, Ph.D., *Chairman*

**73.260. MANAGEMENT I—ORGANIZATION AND MANAGEMENT**

An exploration of the concepts, models, and applications of contemporary organization theory. Topics include goal setting, organization structure, planning and control systems, formal communication flow, and decision-making. Applications to ongoing organizational problems are stressed.

- 73.261. SOCIAL PSYCHOLOGY OF MANAGEMENT**  
Continuation of 73.268 with emphasis on interpersonal relations and group dynamics, using an experiential (e.g., role-play) approach. Prerequisite: 73.268.
- 73.262. CONTRACT AND PROCUREMENT MANAGEMENT**  
Study the methods and techniques for negotiating and administering prime contracts with various customers, such as the Federal Government, and subcontracts with vendors.
- 73.265. LEGAL AND SOCIAL ENVIRONMENT OF BUSINESS**  
The general objective of this course is to enable the student to acquire a working background and understanding of the legal and social climate in which business operates. This requires a conceptual framework for analyzing and interpreting the issues and social forces that make the law and influence the decisions made in business.
- 73.266. BUSINESS POLICIES**  
The study from a systems approach of policy development and formulation in organizations. The integration of the multiple viewpoints of the different functions in a firm is part of this approach. Case discussion is stressed. Limited to students in the final quarter of work for the M.B.A.
- 73.267. UNION-MANAGEMENT RELATIONS**  
Course focuses on behavioral and legal dimensions of union-management relations. Analysis of cases used to apply conceptual material and to identify recurring problems.
- 73.268. MANAGEMENT II—ORGANIZATIONAL BEHAVIOR**  
Analysis of optimum utilization of human resources in the organization. The course explores the contributions of the behavioral sciences to administrative practice and includes such areas as: Human motivation; Group dynamics; Interpersonal relationships; Management of conflict and change as an organizational variable. Prerequisite: 73.260.
- 73.269. COMMUNICATIONS**  
The functional and dysfunctional aspects of the communication process with particular emphasis on communication patterns and barriers in small groups and large-scale organizations. Prerequisites: 73.260 and 73.268.
- 73.270. INTERNATIONAL MANAGEMENT**  
An analysis of problems associated with international operations of business organizations. Prerequisites: 73.260 and 73.268.
- 73.271. SEMINAR IN COMPARATIVE ORGANIZATION THEORY**  
This course has two related objectives. First, it examines in depth available research concerning the effectiveness of current organizational designs.



Secondly, it reflects an awareness of the increasing importance of the service sector in our economy by involving members of the class in research on a variety of organizations, schools, unions, prisons, and hospitals. Prerequisites: 73.260 and 73.268.

**73.273. SEMINAR IN ORGANIZATIONAL BEHAVIOR**

A course designed to allow a student the opportunity to apply the conceptual areas discussed in 73.260 and 73.268. Simulated experiential learning involving case analysis—group learning processes and non-academic resource personnel. Prerequisite: 73.260 and 73.268.

**73.275. SOCIETY AND THE ENVIRONMENT**

An evaluation of problems in society as related to the environment. Prerequisites: 73.260 and 73.268.

**73.297. BUSINESS ETHICS**

A consideration of ethical problems which grow out of business practices; an inquiry into competitive and interpersonal relationships.

**73.360. DOCTORAL SEMINAR IN MANAGEMENT I**

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## **Department of Marketing**

Albert V. Bruno, Ph.D., *Chairman*

**72.277. PRODUCT MARKET PLANNING AND STRATEGY**

This course will deal with the role of management in creating and exploiting new products (with emphasis on industrial products). Discussion will focus upon the various stages of new product evolution: exploration, screening, business analysis, development, testing and commercialization. Activities in each of these phases will be investigated in considerable detail through readings, discussion of analytical techniques, and the case vehicle. A course project will provide practical illustration of problem structure and the broad issues concerning analytical approaches to new-product decisions. Prerequisites: 74.246; 72.282.

**72.278. INTERNATIONAL MARKETING**

An analysis of problems associated with international marketing. Prerequisite: 72.282.

**72.279. SMALL BUSINESS ENTREPRENEURSHIP**

An analysis of investigating and beginning a new business venture. Prerequisite: 72.282.

- 72.280. MARKETING MANAGEMENT I**  
Analysis of principles and methods of marketing from the viewpoint of management through case discussion.
- 72.281. MARKETING THEORY**  
Critical treatment is given to the development of a theoretical basis of marketing and to the economic aspects of marketing. Prerequisite: 72.282.
- 72.282. MARKETING MANAGEMENT II**  
Economics of pricing, product and sales planning and public regulation of marketing are considered. Prerequisite: 72.280.
- 72.283. SEMINAR IN MARKETING**  
Prerequisite: 72.282.
- 72.284. ADVERTISING MANAGEMENT I**  
A consideration of the coordination of advertising with other sales promotional tools. Prerequisite: 72.282.
- 72.285. SEMINAR IN MARKETING THEORY**
- 72.286. MARKETING INSTITUTIONS**  
A study of the history and economics of the various institutions through which goods pass between production and consumption. Prerequisite: 72.280 and 72.282.
- 72.287. ADVERTISING MANAGEMENT II**  
A study of the problems of using advertising in conjunction with other methods of sales promotion in industrial and consumer marketing, as developed from case discussions; a managerial rather than a technical or creative consideration of advertising. Prerequisites: 72.284 or the consent of the instructor.
- 72.288. CONCEPTS AND TECHNIQUES IN MARKETING RESEARCH**  
The application of research methodology to the solving of marketing problems, and the application of marketing research to management thinking. Prerequisite: 72.282.
- 72.289. MANAGEMENT OF THE MARKETING RESEARCH PROCESS**  
Evaluation of cost benefits of marketing research problems; management of the process. Prerequisite: 72.282.
- 72.380. DOCTORAL SEMINAR IN MARKETING I**



## Department of Quantitative Methods

Zeb L. Vancura, Drs. (Econ), *Chairman*

### **71.200. QUANTITATIVE METHODS I**

The objective of this course is to provide the student with the fundamentals of statistical analysis applicable to business conditions, using both traditional and modern approaches. Topics include frequency distributions, probability distributions, estimation and hypothesis testing. Prerequisite: 71.293 or equivalent.

### **71.201. QUANTITATIVE METHODS II**

The objective of this course is to acquaint the student with a set of basic concepts in operations research methods and techniques. Prerequisite: 71.200 or equivalent.

### **71.202. QUANTITATIVE METHODS III**

The purpose of this course is to acquaint the student with the basic concepts of the decision theory. The tools and methods studied are applied to a variety of business problems under conditions of uncertainty. Prerequisite: 71.201.

### **71.204. STATISTICAL RESEARCH METHODS I**

Application of statistical methods in research. Topics include multiple regression and correlation and design of experiments. Prerequisite: 71.201 or equivalent.

### **71.206. SIMULATION FOR BUSINESS DECISIONS**

Simulation methods for analysis, design and control of industrial systems. Topics include: feedback control and other techniques of industrial dynamics, random number generation, Monte Carlo methods, and computer simulation studies. The emphasis will be on system modelling for extraction of decision making information. Prerequisite: 71.200 and 71.201 or equivalent.

### **71.207. MANAGEMENT INFORMATION SYSTEMS**

The conceptual background and structure of computer-based information systems to provide information and processing support for management and decision functions in an organization. Topics include systems concepts, processing capability, organization and management, decision making and the value of information. The emphasis is on user/system interface rather than hardware/software considerations. Case studies are used and a major term project is required. Prerequisites: 71.200, 71.201, 71.295 or equivalent.

**71.210. OPERATIONS RESEARCH I**

This is the first in the sequence of three operations research courses. This course will deal with the basic steps in operations research applications, problem formulation, model construction, data generation, solution techniques, testing models and solutions, and implementing solutions. Applications of these basic steps to some prototype of operations research problems such as inventory management, waiting line, scheduling, resource allocation problems will be studied.

**71.211. OPERATIONS RESEARCH II**

This is the second course in the operation research sequence. The course will deal in depth with inventory management, waiting lines, and replacement problems. Data generation as well as model construction problems will be studied in detail. Analytic methods, simulation techniques, and other heuristic techniques of solving these problems will be explored.

**71.212. OPERATIONS RESEARCH III**

This is the third course in the operations research sequence. The course will deal in depth with the resource allocation problems in operations research. Applications of classical optimization and mathematical programming techniques for the resource allocation problems will be studied.

**71.215. FORECASTING METHODS**

The objective of this course is to enable the student to (1) identify analytical methods that are likely to be successful in a given forecasting situation, and (2) evaluate the alternatives in order to select the most appropriate method consistent with data, accuracy and cost considerations. Topics include: time series analysis using moving averages, exponential smoothing, seasonal adjustment, and autoregressive models; forecasts using simple and multiple linear regression; forecasting new product growth; and techniques for evaluating and comparing alternative models. Prerequisites: 71.200 and 71.201, or equivalent.

**71.292. MATHEMATICAL ANALYSIS I**

The objective of this course is to enable the student to learn algebra (inclusive of matrix algebra), the set theory and the techniques pertaining to the solution of equations. This course is specifically designed for students with little or no background in mathematics and/or for those students in need of review prior to enrolling in 71.293.

**71.293. MATHEMATICAL ANALYSIS II**

The general purpose of this course is to enable the student to acquire a basic background and understanding of fundamental concepts and manipulations of differential and integral calculus. Prerequisite: 71.292 or equivalent.



**71.295. COMPUTER CONCEPTS I**

Concepts, techniques and problems related to the use of the computer in the solution of business problems. Systematic design of algorithms. Programming using high level languages in both timesharing and batch environment. Elementary data structures and their applications. Prerequisite: 71.292 or equivalent.

**71.296 COMPUTER CONCEPTS II**

Advanced data structures. Tables, lists, trees. Searching and sorting techniques. Survey and comparative study of high level languages. Program structure, correctness and optimization considerations. Information organization and retrieval. Data base concepts. Current developments and future trends in Computer Science and Data Processing. Prerequisites: 71.295, or equivalent.

**COMPUTER LABORATORY (Non-credit)**

A short introduction to the computer and its use as a problem-solving tool. Designed for students with no computer background. Covers the essential concepts of computer operation and programming using a timesharing terminal. Introduces the student to the use of a timesharing library. Eight one-hour lectures.

**71.300. DOCTORAL SEMINAR IN QUANTITATIVE METHODS**

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## **Agribusiness Courses**

**75.360. MANAGERS' SEMINAR IN AGRIBUSINESS**

This introductory course sets the scope of the work to follow in the agribusiness course sequence. Emphasis is on current issues both in the United States and international agribusiness. Topics include issues in areas such as processing and distribution, financing enterprises, project development, and international trade. A unique feature of the course is that it is taught primarily by members of the Institute's Advisory Board, which is listed elsewhere, along with other top managers from industry, government, and related agencies.

**75.361. FARM-RANCH ENTERPRISE MANAGEMENT**

A study of possible combinations of land endowment, material capital, and human resources emphasizing the effective utilization of labor through the organization and management of the work unit.

**75.362. MANAGING THE AGRIBUSINESS ENTERPRISE**

A capstone course integrating problems of production, marketing, and finance as they relate to management decisions in agribusiness. Cases from agribusiness firms are used to point up the social and legal framework within which management decisions must be made.

**75.363. PROJECT PLANNING**

An introduction to those evaluation and planning techniques—such as profit analysis, cost-benefit analysis, linear programming, budgeting—necessary in preparing proposals, financing, and managing agribusiness projects.

**75.364. PUBLIC POLICY AND THE AGRICULTURAL SECTOR**

A study of the effect government policies and programs since 1933 have had on (1) the price structure and competitiveness of agricultural products on the domestic and export markets, (2) agricultural labor through poverty programs, minimum wage and labor law legislation, and foreign-labor contract policy, and (3) on production methods through curtailment of insecticides, etc. Team taught.

**75.380. MARKETING PRODUCTS OF THE AGRICULTURAL SECTOR**

Building on the basic marketing and economic courses, the emphasis of this course is on the competitive market structure, the marketing institutions and marketing problems of agricultural products at both the domestic and international levels.

**75.390. FIELD EXPERIENCE**

Field trips are planned as an integral part of the program. In addition, the first six weeks of the Summer Session are spent in a directed on-the-job situation on a farm unit, in a processing or marketing facility, a financial institution of the agricultural sector, or some other field situation appropriate to the individual's interest.

**75.391. INDEPENDENT RESEARCH**

A written in-depth study in an area approved by the director and usually related to the individual's *Field Experience*. The report is prepared in the last six weeks of the program.





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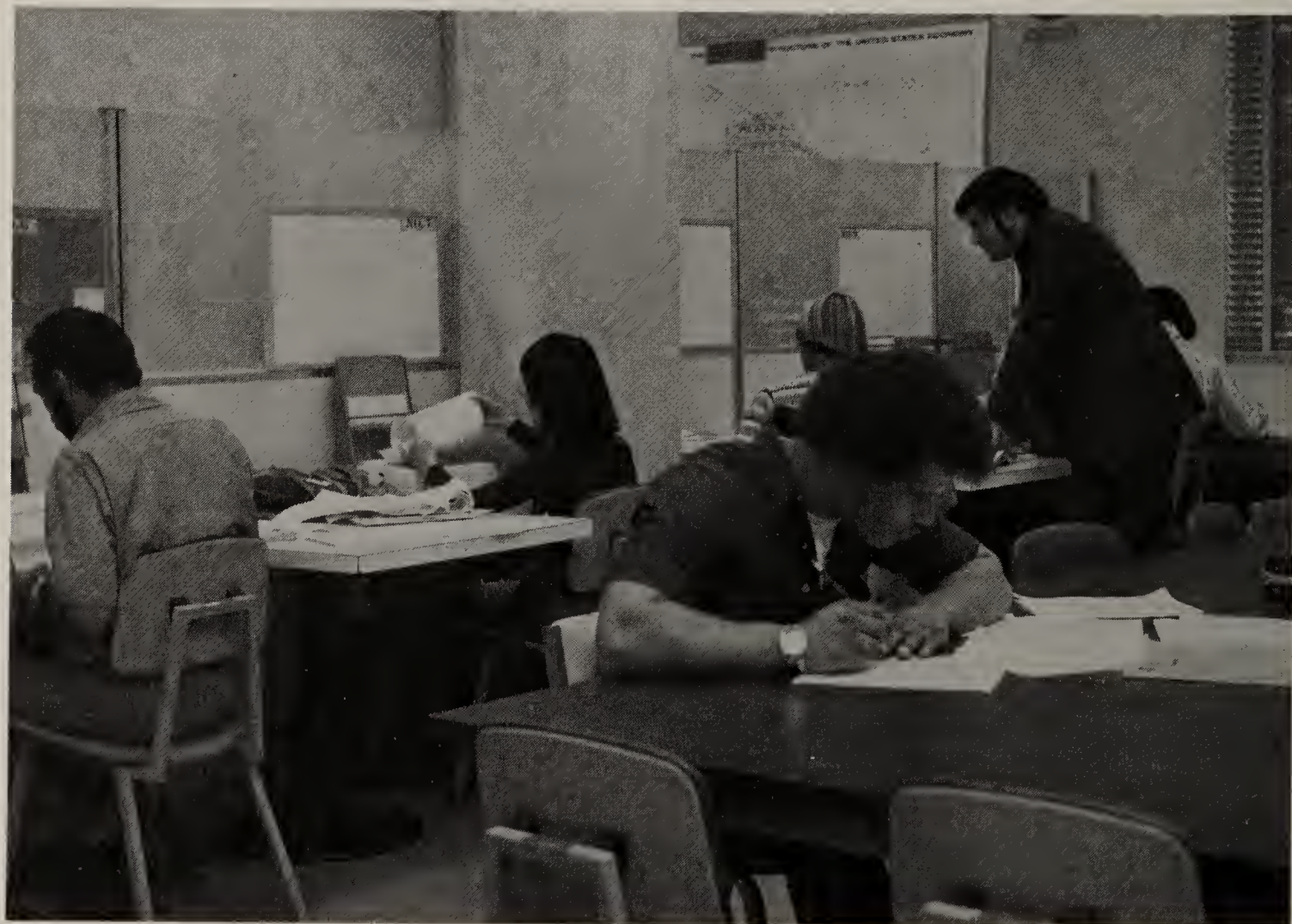
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*Lecturer in Business Administration*

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### **MARIO L. BELOTTI (1959)**

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### **MARLYNN K. BOHMAN (1969)**

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*Professorial Lecturer in Business Administration*

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**JOHN PAGANI (1954)**

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# INDEX

Academic Requirements, Regulations .....	14-18	Faculty .....	51
Academic Status .....	16	Faculty Affairs Board .....	57
Accreditations .....	11	Faculty Grievance Committee .....	57
Administrators, University .....	45	Fees, Student .....	27
Graduate School of Business and Administration .....	46	Fellowships .....	27
Admissions Requirements .....	14	Financial Aids .....	27
M.B.A. Program .....	14	Loans .....	27
M.S. Program .....	21	Scholarships .....	27
Ph.D. Program .....	22	Veteran's Assistance .....	28
Advisory Board, Graduate School of Business .....	47	Graduation Requirements	
Affiliations, Schools of Business .....	11	M.B.A. Program .....	15
Agribusiness Advisory Board, Institute of .....	49	M.S. Program .....	21
Aims and Objectives, University .....	10	Ph.D. Program .....	22
Graduate School of Business .....	11	History, University .....	7
Attendance requirement .....	15	Schools of Business .....	11
Board of Trustees .....	45	Housing .....	29
Calendar .....	4	Incompletes .....	16
Campus Map .....	12	Language Requirement	
Center for Leadership Development .....	26	(Ph.D. Program) .....	23
Clubs, Student .....	30	Loan Funds .....	27
Costs, Student .....	27	Map, Campus .....	12
Counseling Services .....	29	M.B.A. Degree Program .....	14
Courses, Description of .....	31	Officers, University .....	45
Curriculum, M.B.A. Program .....	18	Graduate School of Business .....	46
Degree Requirements		Organizations, Student .....	30
M.B.A. Program .....	14	Ph.D. Program .....	22
M.S. Program .....	21	Readmission .....	17
Ph.D. Program .....	22	Refunds, Tuition .....	27
Dissertation Fees .....	27	Regulations, Academic .....	15
Dissertation Requirements (Ph.D. Program) .....	23	Rights Reserved .....	11
Doctor of Philosophy Degree Program .....	22	Scholarships .....	27
Entrance Requirements		Screening Examination	
M.B.A. ....	14	(Ph.D. Program) .....	22
M.S. ....	21	Societies, School of Business .....	30
Ph.D. ....	22	Student Housing .....	29
Expenses, Student .....	27	Student Life .....	29
		Student Organizations .....	30
		Veteran's Assistance .....	28





